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ABSTRACT

This book explores increased decentralization of university and college development systems and consequent fund raising roles of deans. The book's analysis is based on a 1989 study of development system decentralization and specific management issues related to this trend. Where decentralization occurs, deans can take actions to make their development activities productive and successful by integrating their development officers into the academic unit's leadership team or by arranging for development officers to work closely with its volunteer board of advisors. In addition, specific development tasks and responsibilities must be divided between the academic unit and the central development office. Disagreement arises between academic unit development officers and chief university development officers with regard to coordination and control of development. The study addressed the effect of decentralization on the university's autonomy. Decentralization was seen as changing the balance of power on campus which may affect the institution's ability to set its own priorities. Centralized systems provide strong coordination and control. Decentralized systems provide deans with incentive and staffing for fund raising and demand pragmatic and philosophical leadership from the dean. Appendixes contain the survey questionnaire, and aggregate results, and 31 references. (JB)

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